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all VOLUNTEER

The Army's recruiting and retention professional magazine since 1919

JANUARY 1980

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REGULAR DIVISIONS



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RECRUITING IN THE 80's



Notable & Quotable

Manning the Force . . . Number One Priority

. . . So while progress is being made, there remain some very serious concerns, the foremost of which is manpower. The shortfalls which my predecessors suffered, in the National Guard and in the USAR, have been extended now to include the Active force. As you get beneath the recruiting numbers, and understand the time lag in the distribution of new people to the forces, you must understand that the actual effect on the force is really worse than the simple figures themselves. The strength of the deployed forces has been protected, but as you might guess, CONUS troop duty is "sporting."

However, the Active shortfall may be a blessing. Clearly, people are more concerned about it than the recitation of Reserve Component deficiencies they have grown numb to. My intent is to provide to the powers that be, a comprehensive package of resource remedies by which we may solve the problem. The total Force depends on having all components well. Without adequate manpower, training is difficult and modernization begins to lose its point. If we are to continue the Volunteer Force as a viable concept to meet today's needs, the full dimensions of the cost to fully meet requirements need to be made clear. That is my job and it will be done. If the climate within the Army is the healthiest we can make it, and if the dollars we seek from Congress to attract and retain the force are forthcoming, we will hopefully remedy today's situation. I expect that the Congress will fulfill its constitutional authority to raise armies.

For the next couple of years it will require an all-out effort on the part of many elements of the Army not closely involved in the past with recruiting — the CONUS forces, the schools, ROTC units, engineer districts — and a concerted effort to create a climate in which our recruiters and others have free access to our high schools. We still have schools refusing access to our recruiters from the Army at large, the National Guard, the Reserves, and the ROTC.

I respect everyone's right to his own view, but have a right — indeed a responsibility — to talk about the advantages of a military profession to all Americans. All of us must give high priority to explaining to young men and women that service to the country can be productive and uplifting for the individual. I believe that. I hope you truly do as well, or we're playing a shell game for stakes not in the nation's best interest.

General Edward C. Meyer
Chief of Staff, US Army
16 October 1979, Washington, DC

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all **VOLUNTEER**

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January 1980

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Our first cover of 1980 represents the need for combat arms enlistments in the coming months. The back cover, by MSG Wolfgang Scherp, portrays a popular MOS.





Spotlight on

**Recommendations
and enhancements**

In what has been termed a major effort to support and enhance the Army recruiting effort a plan containing more than 40 recommendations for recruiting action has been presented by USAREC to the Departments of Defense and Army. Since many of these proposals and actions are of vital interest to recruiters, this article provides a brief description and the current status (at presstime) of a majority of them.

The following actions have been approved:

- Education grade level criteria for non-high School degree applicants has been deleted and enlistment will be allowed on the basis of AFQT score and age only.
- Authorize one vehicle for each Reserve recruiter.
- Incentive awards for personnel in the Delayed Entry Program.
- Selection criteria for recruiting duty will be limited to personnel in mental category IIIA and above who have a GT score of 110 or higher and are high school diploma graduates or have completed one or more years of college.
- Authorize commercial leasing of 200 carryall vehicles for movement of applicants to AFEES by recruiters.
- Advertising programs have been expedited by delegation to approval authority to USAREC.

- USAREC requested that the test on the 2-year enlistment/VEAP kicker option be ended and the program be extended nationwide. The primary benefits of these options has been their drawing power. DRC commanders report significant increases in recruiting station traffic and that applicants attracted by the 2-year option normally enlisted for 3-4-year options. Approval was received to expand the program into 52 DRC effective December 4, 1979.

Decisions on the following items are expected shortly and should be made before publication of this issue of all *VOLUNTEER*.

- Expansion of USAREC's market analysis capability by providing 27 additional positions for the Market Studies and Analysis Directorate.
 - Fill of administrative support positions (i.e., supply, motor transport), particularly at the DRC level.
 - Increase tour length for area commanders to 30 months from 24 months.
 - Designation of the Commanding General, USAREC as a General Court Martial convening authority.
- Actions approved but requiring additional work for completion:
- The revision of AR 601-210 has been staffed and was scheduled for printing last month. The revision is intended to establish firm, clearly de-

fining minimum acceptable standards for accession into the Army; clarify definitions concerning minimum education, high school graduates and dependency criteria; standardize mental category determination for males and females; standardize enlistment criteria for RA and USAR.

- Implementation of the Department of Army speaker program in support of USAREC is underway. The program involves "pairing" active Army general officers in Conus with some personnel ties to geographic areas of DRCs. DRCs with the greatest FY 79 production shortfalls are included in the initial pairing and the program is planned for expansion to all 57 DRCs.

- Procurement of video recording and playback equipment for each DRC requires cost determination. The equipment will be used to update recruiter training programs and to improve communications within the command. Major topics such as marketing plans and objective assignment programs can be videotaped at USAREC and distributed to DRCs in a timely manner. A 10-foot screen video projector system is also needed for each RRC for large group training and for use at recruiting displays and public events.

The status of the following actions may have changed by presstime:



n Change

ions to support the recruiting mission

- Authorization for USAREC to maintain its full on-production Active Army recruiter strength at 100 percent at all times. Approval of this recommendation would require the command to be at 570 above presently authorized strength. This figure is an average counted against the Command's total and includes personnel in categories such as PCS, retirement, relief and discharge. These personnel do not contribute to the USAREC mission because they do not have an accession objective but are counted against on-production active strength. If approved, this overstrength condition will necessitate payment of Special Duty Assignment Proficiency Pay (SDAPP) to new production recruiters in excess of basic authorization. A proportionate increase in SDAPP authorization would be required accordingly. (This proposal is in the current Congressional budget amendment to the Defense appropriations bill).

- A request by USAREC to obtain relief from a \$5.2 million reduction to the USAREC FY 80 force structure. This action would result in loss of accessions due to disruption of recruiting management activities. The cut is a result of House Appropriations Committee action and the USAREC request asks that the reduction be delayed until FY 81 when

recommendations of the USAREC Reorganization Study Group are expected. (This request is in the current Congressional budget amendment to the Defense appropriations bill)

- A recommendation to increase Special Duty Assignment Proficiency Pay (SDAPP) for recruiters to \$100 for 0 to 12 months recruiting experience and \$150 thereafter will attract and retain experienced recruiters in the Command. (This recommendation requires further justification by USAREC).

- An increase in the number of recruiting facilities by some 400 is recommended to place recruiters nearer to the center of shifting population markets and to reduce travel time from the stations to locations where applicants reside. This item was recommended by the Army Audit Agency. A list in order of priority has been sent to the Chief of Engineers.

- A request to provide USAREC with direct access to criminal record information via electronic data terminals in the National Criminal Information Center. If approved, such access would eliminate waste of recruiter man-hours to obtain local police records, and the waste of manpower to conduct malpractice investigations which reveal only that the applicant concealed his police record. In addition, it would save

training assets expended where the recruit is discharged during or after training when information from the National Agency check is finally made available to the Army. At present USAREC has authority to request and receive data that can be released under state law. This is insufficient because release of information is limited by various state laws. (This request requires added justification by USAREC).

- A request for \$2.7 million for the Division Recruiter Assistance Program (DRAP) will enable USAREC to deploy 11 FORSCOM division recruiter assistance teams of 10 soldiers each to 11 selected DRC year-round to stimulate leads for the recruiter. Informal reports to date, indicate that the program will be successful. Conservative estimates show that 100 good leads (i.e., name, address and telephone number) are generated by a DRAP team in one week. Under the proposed program, USAREC could gain 48,000 leads in FY 80. (This request is in the current Congressional budget amendment to the Defense appropriations bill).

- A recommendation to increase the monthly average cost of leased housing to \$350 plus an annual cost of living index has been made. (Added justification from USAREC is required).

Spotlight on Change

- An increased family housing authorization of 410 units in addition to USAREC's currently authorized 1,550 units has been requested to provide leased housing for all eligible personnel. This request is made in the face of USAREC's request for additional recruiting personnel and announced base closures that may force USAREC personnel in military housing to live off base. (DA is expected to approve this request.)

- A request to eliminate the maximum allowable housing costs for E6 and E7 will permit leasing of housing by the Government for USAREC field personnel when rental exceeds the individual's Basic Allowance for Quarters. (Further justification is required from USAREC).

- A request to approve a \$5,000 bonus for Mental Categories I and II and a \$3,000 bonus for Mental Category IIIA, both by specific MOS, should serve as an attraction for quality enlistees. OSD has agreed to prepare legislation for Congress seeking the \$5,000 bonus level to be paid for a 3-year enlistment. The legislation would be for implementation in FY 81. (This proposal is at OSD level).

- A request for increased management positions for the Hometown Recruiter Aide Program has been submitted to DA. (In the Congressional budget amendment).

- The design and plans for an uninterruptible power source to provide stable electrical power to the USAREC U1108 computer system have been approved. The cost estimate for this project was \$10,000 over the amount allowed however, and a contract has not been awarded to date. (In Congressional budget amendment).

- A request was forwarded to HQDA for adoption of an 18-month Variable Enlistment option for applicants in Mental Category I through IIIA. This option would enhance recruiting of quality personnel through a short term enlistment and selected hard-to-sell MOS. It would also im-

prove IRR strength by increasing the individual's commitment from 36 months up to 50 months after separation from active duty. (A decision memo for amendatory legislation is being prepared on this request).

- A request to increase the Army Recruiter Course length has been forwarded. Evaluation of the present 4-week course indicates that additional training is required in the areas of prospecting, time management, product knowledge and packet preparation. (This request requires further justification from USAREC).

- Requirements for a USAREC data base or single source of Army accession information are being developed by a USAREC implementation group established last August. Development of the data base should provide valid statistics for market analysis and studies which cannot now be performed for the lack of data. (This action requires additional time).

- Development of a fully automated, integrated management information system with supporting equipment at the region, district and headquarters level is considered essential to support Army recruiting, reduce attrition by 5,000 per year, support sales, reduce recruiter reliefs, and save man-hours for an estimated saving of \$30 million per year. (This is an ongoing development).

- A requirement is being developed to upgrade and revise the Active Army and Reserve REQUEST system as a sales tool to support recruiting and reduce paperwork on the part of applicants and enlistees. (Ongoing).

- Update and production of "How to sell" manuals, tapes and sales kits is recommended to replace outdated materials covering basic recruiting tools such as time management, prospect card file and schools programs. (Requires additional time).

- A request for audio-visual training systems is planned for soldiers in DRC that are not located near Army installations equipped with AV systems. These aids are considered necessary for soldiers with non-recruiting MOS to maintain and improve profi-

ciency and prepare for skill qualification testing.

- A recommendation by USAREC for automatic reimbursement of recruiting expense allowances includes a proposal for payment of a flat rate, tax-free allowance to active field recruiters plus reimbursement for expenses in excess of the flat rate. (More justification is required from USAREC).

- A requirement for a dedicated flight detachment for USAREC was presented to HQDA. Wide dispersion of the Command and the extensive travel necessitated by mission requirements prompted this proposal. (Further justification is required from USAREC).

- A request for authorization of aircraft to support Recruiting Region Commands has been made for reasons similar to the previous item. (Justification from USAREC is required).

- A request for increased health care benefits for recruiters under the CHAMPUS program would help reduce financial and mental stress created by residing in the civilian community. A letter defining requirements for such benefits was recently sent by USAREC to HQDA. (Pending).

- A proposal that a Spanish version of the ASVAB be developed has been made to prepare for the fact that the Hispanic population will become the largest minority group in the US in the 1980s. A test to determine English language capabilities would be included. (A request has been forwarded to OSD for consideration. Further justification is required).

- A request has been made for authority to lease 15 motor homes for temporary recruiting vehicles to replace facilities closed for repairs or other contingencies. (Pending DA consideration).

The status of a number of the foregoing recruiting action plans may change before publication time. These changes will be announced in USAREC Command Memo and other communications or publications from USAREC.



THE ADMINISTRATIVE APPROACH

**STREAMLINING
ADMINISTRATIVE
DETAIL TO
SPEED THE
RECRUITING PROCESS**



THE ADMINISTRIST

Last fall, Master Sergeant Romy Jocson (pronounced Hoxon), an assistant area commander in the Los Angeles DRC was tasked to evaluate the degree of administrative burden currently placed on our field recruiting force. Jocson's efforts uncovered some 40 administrative items that were having a negative effect on the field force. These items were subsequently identified to the field force. General Mundie's guidance was to eliminate these detractors rather than justify them.

The following condensation of an after-action report reveals what has been done or recommended regarding many of Jocson's findings. For his work, Jocson has received an Army Commendation Medal and has the satisfaction of a valuable job well done.

Finding # 1 — A number of not-on production (NOP) station commanders had less than four recruiters assigned. Answer — To be NOP station commander, you must have a minimum of four recruiters assigned.

Finding # 6 — Can DD 1584 be eliminated since duplicate information is contained in DD Form 1966? Answer — No, since each form has a separate purpose, the 1584 for processing National Agency checks and the 1966 for enlistment processing regulations would be required through out all services. Because of the expense and disruption this would cause, weighed against the few minutes required to fill out the forms, elimination is not considered prudent.

Finding # 9 — All RPIs be provided blank space for station or recruiter stamp. Answer — All Future RPIs will have such blank space.

Finding #10 — Assign Active Army NCOs at Reserve Components Personnel and Administration Center. Answer — Plans are being made to establish a liaison office at RCPAC with 3 NCOs.

Finding #12 — Child's birth certificate should not preclude applicant's enlistment. Answer — HQDA has given verbal approval to delete this requirement from AR 601-210. It will be printed in the new change.

Finding #13 — Verification of documents should be done only once, preferably during DEP-IN. Answer — Concur. AR 601-210 should require this at one time on DEP-IN date, at which time guidance counselor would reproduce copies for required distribution upon active enlistment.

Finding #14 — REACTS needs better screening at USAREC. Answer — Screening now includes: (1) Separation of leads into possible eligible and obviously ineligible. (2) An edit check is made to find inquiries with conflicting information and these are isolated for further verification. (3) All inquiries from prisons, mental institutions or persons who request no material be sent to them are screened out. (4) Anyone who has requested information in the preceding 8 weeks will be screened out.

Finding #15 — All DRC should receive a copy of REACT Center monthly status reports. Answer — They do. This requirement can be eliminated by better coordination within the DRC. Those not receiving it may call CPT Butler at AV 459-3874

or AC (312) 926-2350.

Finding #16 — ARS/REQUEST system information does not correlate. Answer — The Automation Directorate is conducting a daily reconciliation between the two systems and plans are in progress for implementing a dual source data base at USAREC, scheduled for June 1980.

Finding #17 — Deterline courses are outdated. Answer — Elimination authorized.

Finding #18 — Obtain exception to policy for those willing to pay for utilities out of pocket on government-leased quarters. Answer — Efforts to revise lease values and provide better housing for the recruiting force have been ongoing since 1974. As late as October 1979, another letter was forwarded to DA outlining the problem and requesting relief.

Finding #19 — That property hand receipts go direct from DRC to station commander. Answer — Not approved. Area commanders will be hand receipt holders within USAREC.

Finding #21 — That the domicile to duty travel report is most irritating. Answer — USAREC Regulation 56-1 is being rewritten. Tracking domicile to duty mileage requirement will be deleted. Travel documentation however, will still be required. Use of GSA vehicles for domicile to duty purposes is a key issue that needs to be closely monitored. Abuses could result in loss of the privilege.

Finding #22 — Too much non-recruiting material is being mailed to station and area level. Answer — DA Form 12 series should be reviewed at DRC level to eliminate nonessential forms. Distribution at USAREC level undergoes continuous review to eli-

CRITICAL APPROACH

minate forwarding items not required at station level.

Finding #23 — DA Form 3072-1 dated January 1, 1979 is not at all DRCs. Answer — This form has been available at Pub Centers since April 1979. DRCs have been notified through the Command Bulletin.

Finding #24 — USAREC Form 200-1 (PS leads) are not received at recruiting stations. Answer — Distribution to recruiting stations is made twice monthly. If you suspect that forms are not received, contact Ms Wright at AV 459-2390 or AC (312) 926-2390.

Finding #25 — Proper coding of block 46, page 1, of DD Form 1966 will eliminate USAREC Forms 456 and 465. Answer — When coding has improved to the point that data is considered valid, USAREC Form 456 will be eliminated. Form 465 should be eliminated when the automated nomination system goes into effect.

Finding #27 — The Military Applicant Profile test, if given at the MET site, would save applicants waiting time and smooth guidance counselor and AFEES flow. Answer — USAREC is tracking action on this proposal through MEPCOM.

Finding #30 — The CETA program has not been fully tried at DRC, area and recruiting station level. Answer — Use of this program is encouraged. A letter of guidance has been sent to region commands and interested commands may consult local CPO and CETA directors.

Finding #31 — There are no incentives for on-production station commanders who have the same objective as recruiters in addition to a leadership role and extra administra-

tive work. This leaves a minimal time to teach interns. Answer — This is a leadership challenge at DRC level. Station commanders should receive only that mission deemed appropriate by area commanders. He does not need to carry full mission if his territory or market is reduced to permit more time for management actions.

Finding #32 — Recruiters expressed "heartburn" for DEP loss beyond their control (i.e., accident, pregnancy, etc.). Answer — These losses are a fact of life — but so are "walk-in" enlistments which the recruiter has not solicited or recruited for in the past. If he does not get credit for losses then the same should hold for such enlistments. Contact with DEP will help limit some losses. In some instances, they cannot be stopped but their prevention may be influenced by close recruiter follow-up.

Finding #34 — The ratio of authorized DRC staff compared to field force shows a wide variance from one DRC to another. For example, the ratio at one DRC is 1 to 5.31 while another is 1 to 2.39. Answer — This variance is a normal, expected phenomena. Most staff positions at DRC headquarters are one of a kind, required regardless of DRC size. The larger the DRC, the more favorable the ratio and vice versa.

Finding #35 — Almost two-thirds of all medical waivers are disapproved. USAREC should publish rough guidelines on those that are consistently being disapproved. Answer — According to MEPCOM, it would not be practicable to publish a list of medical waivers that are frequently disapproved. Waivers are considered on a case-by-case basis

with medical records submitted. AFEES surgeons are given guidelines on recommending medical waivers and the burden is not placed on the recruiter. If a list is submitted to the field force, it would discourage recruiters from submitting waivers that may be approved or disapproved.

Finding #36 — There are no compensating jobs for female non-high school graduate applicants now that these may be recruited. Answer — HQDA has imposed a 3,000 ceiling on NPS non-high school graduate female enlistments. They have been limited to a 90-day DEP to restrict the volume entering active duty. This will continue to be the case.

Finding #37 — The bottleneck at AFEES is discouraging to recruiters and applicants. Answer — This finding has been communicated to MEPCOM and USAREC is tracking any actions that may result.

Finding #40 — Hard to kill REACTS. Answer — REACT will now process lead dispositions as the first order of business each day. An additional 15 days is being allowed for mailing so that an overdue listing will not appear until 75 days after being mailed from the REACT center. This action should greatly reduce the hard-to-kill aspect of REACT leads. Anyone with a problem killing REACTS may call CPT Butler, AV 459-3874/2350 or commercial (312) 926-3874/2350.

Those findings not included in this writing are being processed and staffed through proponent directorates. The answers to these and others pending action will be announced in USAREC Command Memos and other publications.



Working with the classifieds

by Robert J. Lessels, Jr.
Syracuse DRC

*Scatter Ads. Some recruiters swear at them.

Why?

The key lies in recruiter technique. If you know how to handle telephone responses to scatter ads, you can make mission many times over; if you don't know the technique, you're not only going to lose recruits, you're going to turn off the caller about the Army altogether.

According to Staff Sergeant John Mulholland, Syracuse NY Recruiting Station, one essential element of managing a scatter ad response is to be prepared for the calls. Your DRC lists the whens and wheres of scatter ads, the marketing council and area commanders are also required to get this information to you. If you're not getting the word on when scatter ads

* Scatter ads are short "classified" type ads placed in local newspapers, advertising circulars, sport programs, etc. (Ed.)

are appearing in the area, find out why. And GET THE WORD!

Once you're aware the ads are on the way, plan your time to ensure the caller is not going to be taking you away from something equally important, such as inprocessing a recruit. Manage your time — and make time for scatter ad responses!

According to Mulholland, you've got to answer that phone with a smile. Often you can tell by the voice of the caller whether he's qualified for the Army, but don't immediately assume he isn't. If there is something that tips your alarm bells, get that point clarified first. Is the caller too old, too young? Find out. Don't waste your time as well as the caller's.

The second key is to get the caller to talk. If the youngster has taken the time to call, remember he needs you! Capitalize on that! Get him on the defensive quickly. Make him sell himself. You are the buyer in his eyes. He needs you!

Get to the point. If the caller says he's interested in communications,

ask what kind of experience he has before you do anything else. Chances are he has none or very little — but he wants to learn. He wants you to get him the training he needs. He needs you! Use that fact!

If he says he has no experience, get him on the hook by saying, "That's all right. We'll train you. We'll pay you while you're learning too — if you can qualify. (Pause here, give him a second to figure out how he's going to sell himself to you.) What kind of training do you think you're interested in?"

Get him to tell you what he wants. Sometimes you'll be floored by what you have in the way of a potential recruit.

Mulholland had one call on reply to a scatter ad for cooks. The girl spoke seven languages fluently — including Russian and Polish! She had 18 years' education, including seven years' experience and an associate's degree in police work! She was a newly naturalized citizen and was being blatantly discriminated against in her job as a meter maid. She needed the Army to grow and gain self-confidence. She needed the Army! And she's not alone. If that caller is looking for a job, he needs you! He needs the Army! Capitalize on that!

Find out if the caller is married. If he is, find out if there are any children on the way. Get him interested by outlining the medical and health benefits for dependents. Make him need you!

If there's a hesitancy about the three-year enlistment, tell him that it's not uncommon in the civilian world either. Workers on the Alaskan pipeline had to sign 18-month contracts — with no time off! And no training!

Here we are, giving the recruit \$50,000 to \$70,000 in training — giving it to him — it's his to take with him when his enlistment's up and no one can ever take it away from him! It's going to give him a marketable civilian skill. He NEEDS you!

Once you've established the caller is a prospect, once you've gotten him to sell himself to you, go get him! He's yours. You've paid for him with your time. GO GET HIM! GO GET HIM!

Fledgling ad campaign takes off in 1980

by Dick Crossland
97th ARCOM

More than a dozen new recruiting publicity items (RPI's) are under production to complement Army Reserve retention programs.

Brochures, posters, planning calendars, tee-shirt iron-on's and a twenty-minute retention movie are among the retention RPI's being designed and marketed by the U.S. Army Recruiting Command, Ft. Sheridan, IL.

Heading the Army Reserve advertising and sales promotion program is Major David S. Ritterpusch, formerly chief of advertising and sales promotion for First US Army at Ft. Meade, MD. According to Ritterpusch, \$1.1 million from each year's USAR advertising budget is directed to retention projects. (In addition, \$3 million in USAR advertising funds go toward local USAR recruiting advertising each year.)

Interviewed during the Baltimore, MD., filming of the retention movie, "People Like Me", Ritterpusch promised that the first of the new RPI's would be available in late 1979 with several items scheduled for release in early 1980.

Ritterpusch reports that RPI 401, "Build On A Sound Investment", is at the printer. This brochure will allow a reservist to easily compute retirement points and retirement income.

A general benefits brochure, RPI 432, has been approved for printing after October 1 and should be in the hands of reservists by Christmas.

The "Commander's Guide to Retention", a 6 x 9 inch binder with flip-charts, is designed to assist commanders with retention interviews. It will be distributed before 1980.

Ritterpusch is enthusiastic over a new eagle decal designed by Jack Ehrlich, a Recruiting Command civilian employee. The design is available

as RPI's 406 and 758 and will be incorporated into the tee-shirt iron-on's.

One million "Go Army Reserve" iron-on's with the Ehrlich eagle have been produced with two million more contracted for 1980. Eagle iron-on's to be released in 1980 include a youth-oriented "My Mom Works For My Uncle Sam" design and "My Dad Works For My Uncle Sam". Ritter-



Decal is also tee-shirt iron-on item.

pusch will also incorporate the eagle into print items as a basic art design.

Posters based upon national advertising have recently become available. Themes are "Two Paychecks Are Better Than One" and "Another 532 Days of Service".

The movie, "People Like Me" has been shot on location in Maryland, South Carolina and California. Photogenic reservists from the 97th and 120th U.S. Army Reserve Commands and the 91st Training Division are featured.

Medics, clerks, drivers and cooks are shown training with their units. Later, interviewed at home and at

work, they explain their reasons for reenlisting in the Army Reserve.

The film is conceived as a retention tool and as a movie to be shown externally in support of local Army Reserve public affairs programs. Produced by N.W. Ayer of New York, NY, it has a distribution target date of February, 1980. Fifteen hundred copies are to be made at a total cost of \$216,000.

Looking ahead, Ritterpusch anticipates a 1980 retention advertising catalog and direct mail campaigns to unit members, unit commanders and retention NCO. Additional brochures, iron-on's and posters will be produced depending upon the popularity of present items.

"Many of our RPI's are first generation", noted Ritterpusch. "There is an urgent need for them in the field and our first goal is to provide a variety of materials for retention personnel.

"Once we have answered the basic need, we will refine our designs. We will generate an experience factor before we make 1981 plans.

"We will re-issue current RPI's, based upon demand. If an item is popular, we will produce more."

Ritterpusch has a record of being the architect of successful programs. Although it is little known outside of baseball circles, he was director of player development for the Baltimore Orioles in the mid-70's and was responsible for building the team which is the run-away 1979 champion in the American League East.

A student of analysis, Ritterpusch has brought his methods with him to Army Reserve advertising and sales promotion. He is again helping to build another winning team to keep the Army Reserve strong by retaining experienced citizen-soldiers.



DEP build makes mission

by CPT James Dauley
Richmond DRC

Fiscal year 80 objectives show a marked increase over FY 79. This increase is not a new phenomenon, it has occurred with increased regularity in recent years. The FY 80 objective is 182,300.

USAREC is not without a heart. They have provided us with guidance on the "how" to achieve our increased objective. That guidance is "build the DEP."

The reason for DEP build is apparent. Over one-third of the annual mission requirements have to go active during the 4th quarter. Therefore, to prevent chaos during that quarter and a possible failure to achieve the quarterly and yearly mission, preparation for the 4th quarter must begin at the beginning of the fiscal year and must continue throughout the first three quarters.

The how of the DEP build is much more complex. The procedures which follow have been successfully employed by the Richmond DRC for three years. Understanding that each DRC faces different and unique problems, these procedures are offered for consideration only.

There are four essential elements in the DEP building process: marketing, new contract versus active duty mission, DEP management; and the high school senior program. Each is interrelated and interdependent.

Market analysis is essential to

insure equity in mission assignment. Equity in mission assignment insures use of the full potential of the recruiting force. Without the maximum use of potential, the DEP build will not occur.

Ideally, the mission should be assigned based on each individual recruiter's market. Unfortunately, it is more than difficult to quantify these small markets. Fairly accurate data, however, is available for the station level market.

There are several factors which can be quantified at the station level. The high school senior male population within each station's boundaries is published by the State Board of Education. These figures are an excellent indicator of current station potential and are normally more accurate than QMA data drawn from the 1970 census.

A station's past performance can be analyzed by utilizing the New Contracts report for the previous fiscal year. A recapitulation of the report, matching the counties and cities in the station area portrays how each station did in comparison with the DRC. Additionally, computation of individual station market shares indicates if the station is producing consistent with DRC norms.

Subjective factors can also be applied at station level which, when weighed, can alter the quantitative factors. An example of a subjective

factor is the total square miles per recruiter.

After a station's mission slice is developed based on pertinent market factors, individual recruiter mission slices can be determined. Conversely, the aggregate of station mission slices equals the area's mission slice. This method of development will insure maximum utilization of recruiter resources.

The second major contributing factor toward DEP build is the division of mission responsibilities. The recruiting force should work strictly on new contracts. The operations team should manage the active duty mission. This distinct separation of responsibilities enhances production and increases DEP build.

The new contract mission accomplishes two major functions. It augments the current recruiting philosophy "Recruiters sell the Army, Guidance counselors close the sale on specific jobs and assignment."

Secondly, it relieves the recruiter of the weekly active duty mission pressure. This allows the recruiter the latitude to establish and maintain a well-rounded recruiting program.

The active duty mission is the responsibility of the DRC Operations team. Through coordination between the Operations NCOIC and the Senior Guidance Counselor, the DRC short and long term requirements are prioritized. The key to achieving these

requirements is a thoroughly informed guidance counselor.

The guidance counselors are the top salesmen in the DRC. They are technical experts in the area of applicant eligibility requirements and REQUEST utilization. A well informed guidance counselor can match applicant needs with DRC needs in a positive manner enhancing the DEP building process.

DEP management is the third principal factor in DEP build. DEP management consists of those functions necessary to insure that all mission requirements are on track. DEP goals and objectives must be established to insure that both short and long term missions can be accomplished.

An example of a short term requirement is the weekly active duty mission. To insure accomplishment of this objective the DEP status should be checked and analyzed a minimum of nine weeks prior to a particular target date. Establishing a glidepath of percent of fill for the nine week period, (i.e. 90%, 80%, 70%, 60%, etc.) is a proven method for creating a baseline for monitoring accomplishment. Dropping below these established percentages signals a shift in short term priorities for the Operations team.

Long term goals deal primarily with building the DEP to a level sufficient to meet annual 4th quarter mission requirements. Establishing a realistic level for the DEP to peak by June is of paramount importance.

One method of establishing the peak DEP level is to use the 4th Quarter mission requirements. As an example, if the 4th quarter mission is 1200, then 1200 is established as the peak DEP goal. In this example, attaining 1200 will insure the 4th quarter mission is made thus allowing 4th Quarter new contract production to be geared toward the first quarter mission requirement of the new fiscal year.

This method, while seemingly simple, forms the basis for some very sound planning. To insure the peak DEP goal is attained, quarterly milestones should be established to moni-

tor progress. Milestones require seasonality considerations, (i.e. how many contracts can be written in the first three quarters above the active duty mission).

The establishment of both short and long term DEP goals involves command, staff, and line elements. The management of DEP goals is primarily an operations function.

The bottom line is that DEP build cannot occur unless new contract accessions exceed active duty requirements. The establishment of sound DEP goals enables the DRC to ascertain its health at any point during the production year. These goals also serve as the basis for new contract mission assignments.

The high school senior program is the final and possibly the single most important factor in the DEP build. An aggressive, successful high school program is the key to the accomplishment of a DEP build. It is our primary market, it is quantifiable, and for nine months each year the target audience is located in one place. Because of these factors we can get the lowest cost/time factor per potential applicant. We can effectively use advertising, ASVAB, Sourcebook, etc. to inform and apprise these young men and women of the opportunities offered by the Army.

A successful high school program begins with establishing an annual goal per school. The DRC is provided annual HSDG planning requirements, but the DRC has to determine how many HSDG should be produced in each high school.

Experience has shown that the proper ratio for high school senior male (HSSM) production is 50:50. That is, of annual HSDG mission of 2,200, 50% of this graduate requirement should be produced through enlistment of HSSM into the DEP. Therefore, 1,100 is the annual HSSM goal.

After the DRC annual goal is established, quarterly goals are developed. Since high school senior production must be achieved prior to June, we are, in effect, dealing with the 3rd quarter. Seasonality is also a prime consideration in setting quarterly goals. Each monthly new con-

tract mission for the first three quarters should include a high school senior objective.

The high school senior goal is subsequently passed on to the area level via mission slice. The area passes it to the station and station to the recruiters. The recruiter prioritizes each of his high schools. He then develops and executes an individualized program.

What evolves is a commitment at each level to the achievement of the annual high school senior goals. In essence, the high school program is where the DEP build occurs.

To summarize, the reason for DEP build is clear. Without a sufficient DEP the fourth quarter requirements cannot be met.

The "How" of the DEP build is more complex and involves four essential elements.

First, we maximize the productive capabilities of each of our recruiters by tasking them based on the potential of the individual market. Second, the DRC overall production requirement is subdivided into distinct areas of responsibility. Active duty is the responsibility of Operations and is accomplished by proper placement of personnel by the guidance counselor. The field recruiter works only new contracts. This affords him the maximum latitude to plan and program his time and resources to enhance his overall capabilities. Third, DEP Build is a dynamic process achieved through establishing short and long range goals. These goals show the status of the DRC at any point and are the basis for assignment of the new contract mission. Finally, the nucleus factor in the DEP Build is the HSSM program. For the program to be successful it is based on annual needs and established from the bottom up prioritization of the high schools.

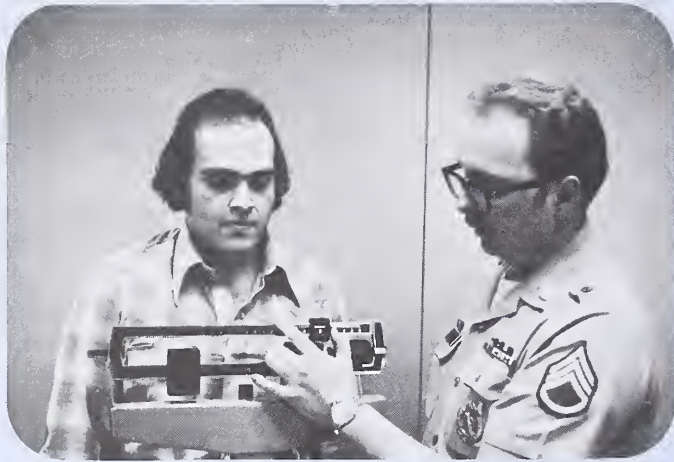
It is readily apparent that the DEP Build is a participation process. Though the mechanisms of DEP Build are primarily controlled by Operations and the DRC SGM, the goals necessary for its attainment must have the wholehearted commitment of the entire DRC staff and line personnel.



LOSING 94 POUNDS, obtaining a life-time ambition, and finding a friend who has nothing but respect for you are all major achievements.

Private Andrew G. Marro has achieved all three.

In early 1977 Marro walked into the Army recruiting station, Troy, NY, to receive information on joining the Army, his life-long dream. Marro at that time weighed 306 pounds on a 5' 9" frame.



With the moral support of SSG Steve Vizard, PVT Andrew Marro lost 94 pounds to fulfill his dream of joining the Army.

Marro met **Staff Sergeant Steve Vizard**, now station commander at Troy. Fortunately. Rather than give up on Marro, Vizard offered to assist and provide inspiration to him. His understanding eventually saw Marro leave for basic training.

"I always wanted to be in the Army," Marro said, "and when I found out I had to lose nearly 100 pounds it was the biggest goal I had."

"I joined the local 'weight watchers' group and got down to the 240-pound level," he added. "I would eat only one meal a day; usually a sandwich or salad and I drank a lot of water and coffee. Whenever I felt the urge to eat, I drank more liquids."

"I never tried any diet pills or candies nor did I use any of the 'fad' diets. I just ate less," Marro remarked. "That 240-pound level lasted forever and was the end of the big weight losses. From there on out, it was a 5- to 10- pound loss and then I leveled off."

"Whenever I remained at a weight for a long time I would really become discouraged. I would go off my sandwich and soup diet for a day or two and eat as much

of anything I wanted," he recalled. "Then I would hit the diet and the weight would finally drop."

Marro, who lifted weights at school, also has a set at home. He began running a few months before heading for basic. Often Marro and Vizard could be seen in some type of athletic action like running or a basketball game.

"I called Andy every so often," Vizard said. "I was really impressed with him the first time we met. He wanted the Army."

"It would have been very easy to give up or forget about Andy because I knew he would have to lose nearly 100 pounds just to make the weight minimum," Vizard added. "But there was something about him that was real. He had the determination to make it and after a few months he made a believer out of me."

Prior to departing for basic training, Andy was reflecting on the past 2 plus years. "My goal was to get my weight down to the Army limits," Marro said. "I'll never get that big again and I'd still like to get down a few more pounds." Marro, whose waist measurement went from 44 to 36 inches, said, "I feel much better now. I never thought I'd ever see myself with a 36-inch waist."

Both Marro and Vizard are to be applauded for their efforts as a team. (Albany DRC)

IN ORDER TO DATE his high school sweetheart, **Corporal Rick Wills**, Cumberland, MD, enlisted in Company C, 2d Battalion, 19th Special Forces Group (ABN), West Virginia Army National Guard. Wills became the son-in-law of Sergeant First Class William Reed on June 9, but before Rick could even date Reed's eldest daughter, **Tammy**, Rick had to join the National Guard.

Reed, a member of Company C. Kingwood, WV, and a Unit Recruiter, has four daughters, and one of his dating rules for his daughters is that any prospective male suiter must join the National Guard. Of course, this is all done with humor, but so far Reed has enlisted three of the girls' boyfriends, and he is working on the fourth.

The other daughters, **Danette**, **Danna** and **Sherry**, have helped Reed recruit **Corporal John Rinehart** of Cumberland and **Private Tom Sutherland** of Westernport, MD. Danette's present boyfriend, **Rodney Blank**, Rawings, MD, is almost ready to sign his enlistment papers.

"My daughters have not only been a good recruiting aid, but they also get to split my recruiting check each time I recruit one of their boyfriends," chuckled Reed. (Mountaineer Defender, Charleston, WV)

DANNY MAX WHITE'S enlistment in the Army is an example of believing in what you're selling. Danny's dad is the sergeant major at the San Antonio DRC.

White, a graduate of Cole High School in San Antonio, elected the 63H10 automotive repairman course, and Fort Benning, GA as his station of choice.

As an automotive repairman, he will be schooled in the repair and overhauling of gasoline, diesel and multifuel engines of wheel and track vehicles.

White's father, **Sergeant Major Billy M. White**, stated at the swearing in ceremony: "Danny's mother and I are pleased that he has chosen the Army as his career since he is from a military family. He has always been vitally interested in mechanics and we feel his choice for his future is something he will benefit from now and as he grows older. I just don't think we could've made a better choice." (Pat Shropshire, San Antonio DRC)

LIKE FATHER, LIKE SON, like daughter, like son . . . When retired Army Reserve **Major Joseph F. O'Connor** swore in two of his sons and one of his daughters, it was hard to tell whose steps they were following, his own or his other two daughters and son, who are already in the Reserve.

John 23, and **Kevin**, 20, two of the most recent enlistees from the Havertown, PA family, are following the path of their brother Joseph, 23. Like him, they are assigned to the 224th Military Intelligence Detachment in Woodhaven, PA after completing 8 weeks of intelligence analysis training at Ft. Huachuca, AZ.

Sheila, 18, also went to Ft. Huachuca for advanced training, but she went on to the Defense Language Institute in Monterey, CA, where her sisters **Kathleen**, 25, and **Jeanee**, 24, studied foreign languages.

The only family members not in the Army Reserve are **Ann**, 17, **James**, 13, and their mother **Kathleen**. According to Sheila, Mrs. O'Connor would also enlist if the Army could accept a mother of eight.

Smiling proudly Mr. O'Connor says he thinks the Reserve teaches "good democratic American principals and physical and mental training."

He pointed out that, while studying to be a psychologist, much of his own education was subsidized by the GI Bill. His son John plans to earn a degree in business administration through Army Reserve education assistance and Kevin and Sheila are hoping to further their studies through the program.

The latest three of the O'Connor enlistees were recruited by **Staff Sergeant Bruce Starr** of the Upper Darby office. (Janet Luffy, Philadelphia DRC)



Don "The Snake" Prudhomme is close to tears with laughter over the Albany DRC version of the "Funny Tub" after SFC Mike Kenna unveiled the model of the "Snake's" red, white and blue fiberglass funny car before a crowd at a local dragstrip. Kenna designed and fashioned the tub to carry the Army colors in parades, a bath tub race (finished fourth, but won first place in original design), and at the Adirondack Balloon Festival, the largest "hot-air" gathering east of the Mississippi River. (SSG Dennis D. Kramp, Albany DRC)

IN AN AWARD CEREMONY in Louisville, KY, **Sergeant James D. (JD) Bowling** of Madison was presented the Indiana National Guard Commendation Medal for meritorious service to the Guard while serving as an Active Army recruiter.

Bowling demonstrated an outstanding devotion to his duties by assisting in support of the National Guard, in addition to recruiting for the Active Army and the Reserve. He provided numerous leads to Guard full-time recruiting personnel and became an outstanding practicing example of the "One Army" concept in action. (Louisville DRC)



SSG Dick DeCoteau, Barre, VT recruiting station, admires the car of professional race car driver, Bill Alsop during a highway safety filming program held in the "Green Mountain State." DeCoteau often addresses high school driver education classes. (Albany DRC)

YOU WON'T FIND IT RANKED with the Masters or the US Open, or find it on the favorites list of golf greats Hubert Green or Jack Nicklaus, but to the herd of 30 or more linksters who try their skill at the Stockton recruiting area version of the US Open it's an all-time season high.

This year it was **Captain Mike Martin's** turn to win as he doubled the gently-rolling 3,987-yard, par 64 Rough and Ready Island course to finish with an even par 64.

But the awards and the level of each player's skill isn't that important. "It's a fun tournament," is the way recruiter **Sergeant Homer Mitchel** puts it. "We all get together every couple of months and have a good time. Sometimes we decided the tournament with a thing we call a "handicap blind" drawing. In other words, we draw for the award by handicaps and a golfer who has played badly all day can still win."

Martin says the idea behind the tournament is to get everyone together who has helped to boost the Army. It is also a big drawing card for school officials and other community influencers. Too, it's a lot of fun. (Don Norton, HQ USAWRRC)

YOU CAN CALL ME "J" . . . and you can call me "J" . . .

The guidance counselor calling out names at the Buffalo, NY AFEES was about to get caught up in the TV jingle when he realized that he had two names on his list — both of which were **J. Perkins**.

The situation was quickly settled, however, as **Staff Sergeant Rolland Boyles** of the West Seneca recruiting station hastened to point out that the double trouble wasn't trouble at all.

He had two applicants who not only were brothers, but twins: **Jonathan H.** and **Jeffrey T. Perkins** of East Aurora, NY.

Boyles was referred to Jonathan by an applicant he had enlisted in the DEP, and at the time didn't know Jeffrey.

He made an appointment with Jonathan and during the course of their discussion Jeff's name came up. Boyles asked to meet Jeff and to explain what the Army had to offer the brother.

Shortly thereafter Boyles enlisted both twins. (Niagara Falls DRC)

GROWING UP IN NORTH LITTLE ROCK, AR, **Frank, Ralph** and **Tom Gehriki** had no particular reason to believe that they would all eventually become graduates of two of America's military service academies.

First, there was Frank. His father had served in the Army Reserve for 20 years, but Frank had no burning desire to start his own military career. He did, however, consider all the factors and eventually decided on the hallowed halls of West Point.

Now he is Captain Frank J. Gehrki III, area commander for the Oklahoma City DRC, a job he finds challenging and rewarding. "It's a job that you always know how you're doing; success or failure is more quantifiable here than in most jobs."

Then there was Ralph. He decided that he had had enough school and enlisted in the Army after graduation from high school. But by the time he finished his advanced training he had been accepted by the US Army Military Academy Prep School. In 1976 the Gehrki family had another West Point graduate. Now a first lieutenant, Ralph is assigned to the 2nd Armored Division at Ft. Hood.

Finally there was Tom. Tom heard his own drummer and became a midshipman at the US Naval Academy at Annapolis, MD. This most recent graduate pinned on the gold bars of a Marine Corps second lieutenant last May. (Oklahoma City DRC)

ARMY "CHOW" HAS changed . . . the All-American Division lists among its cooks one of the best in all of America.

That's the verdict after **Specialist5 Robert T. Clemens** of the 82nd Airborne Division took first place in the cake decorating category and top honors in the novice class at the 9th Annual Hotel and Restaurant Association Culinary Salon held in Chicago.

Clemens, from Chicago, was one of 16 cooks picked to represent the Army at the national event. He took first place in the Army-wide competition to select the team.

Clemens received the Army Commendation Award for his performance in Chicago and the Army Culinary Arts Badge which he wears on his cooks' whites with pride. (PAO, 82d Airborne Division, Ft. Bragg, NC)

THE DISTINGUISHED GRADUATE of the 26-day Primary Leadership Course, Ft. Benning, GA, was a recruiter, **Sergeant Harold J. Polhemus** from the Long Island DRC.

Polhemus was chosen on his academic achievements and leadership performance from among 115 taking the course.

Polhemus, who is serving at the Hicksville recruiting station, has been selected by the Long Island DRC as the College Recruiter for Nassau County in Long Island. He hopes to identify at least two markets among college students: dropouts from 2-year colleges and those who don't have definite career plans by their second year in college. (William Gottlieb, Long Island DRC)

WHEN THE PROBLEM of getting **Staff Sergeant Dale Sears'** new sub-station into the Ashland, OH community limelight arose, one of his recruiter aides came to the rescue. **Private Robert Lloyd**, solved the problem by bringing his own van with him and converting it into a moving billboard. He used signs and posters to decorate it and thus made the Army a familiar sight throughout the town.

go to the football games," explained Lloyd.

Sears acknowledges his assistant as a "super sharp kid." "I turned him loose with these people and he went hog-wild," Sears said.

Lloyd added some advice of his own, guaranteed to bring success to other recruiter aides. "Be sure that you like the Army . . . even then you'll have to be your very best at all times, or people will think less of you." (Carol Masek, Cleveland DRC)

WHILE YOU WON'T FIND it in the Guinness Book of World Records, **Staff Sergeant Gary Adams** of the Rochester, MN recruiting station has been rated USAREC's fastest when it comes to closing a sale.



Fast talking during a television commercial.

Adams recently escorted his DRC commander to a Rochester TV station for a scheduled talk-show appearance and delivered what must be rated as a real "fast pitch." While the CO was preparing for the program, Adams moved off-stage looking for someone to talk "Army" with and spotted cameraman **Brad Tyrrell**, who was starting to tape the show. Biding his time, Adams stood by and then seized the opportunity offered by the first 60-second commercial break to make his initial pitch. Realizing that his time with the prospect was extremely limited with only two more breaks in the programming, he really condensed his presentation.

Making every word count, and asking all the right questions, Adams managed to get a "yes," even before the program ended, to his request for further enlistment screening.

The rest is history. Not only did the cameraman enlist but he brought a buddy along to make the sale even more rewarding for the **SUPER SALESMAN**. (Ed Knippenberg, Minneapolis DRC)

DES MOINES AREA recruiters got a "plug" from the USAR's 103d Corps Support Command when the unit ran an "ad" for recruiting on the back cover of its unit directory.

"We provide leads on a monthly basis to the DRC," said **Major John A. Perry**, 103d Public Affairs Officer, "but wanted to provide our troops with immediate contact for leads that just can't wait for the monthly feed-in." (PAO, 103d Corps Support Command, Des Moines, IA)



ASSISTANCE IN THE PROPER military hand salute and the proper foot placement for a marching movement is shown (above) to **Debbie Cook**, Glens Falls, NY, by **Sergeant First Class John Busse**, a drill instructor with the 1st Battalion, 389th Regiment, 1st Brigade, 98th Training Division, US Army Reserve. Debbie, a Senior at Glens Falls High School, enlisted in the Army under the DEP. She plans to enter active duty following graduation with training as an administrative assistant.

Busse, an auto mechanic in civilian life, has a total of 9 years active and Reserve service.

Members of the Army DEP in the Glens Falls area received instruction from the reservist, similar to what they will encounter in basic training. The subjects range from military courtesy to first aid, from marching to map reading. (Albany DRC)

THE STUDENTS THINK that **Staff Sergeant Claud Miller**, Sterling, IL recruiter, is one of the school cornerstones.

Miller has been teaching various classes for the past 3 years and has scheduled journalism classes, where he will teach radio, TV and news reporting at five high schools. In addition, he plans classes in drug and alcohol abuse and job careers.

During his spare time Miller attends schools' baseball and softball games, carnivals and fairs. When school is in session, he never misses a track meet or other competitive event that might draw large student crowds. He never stops recruiting. (Nadine Luc, Peoria DRC)

THE ELK THEATER in Elkton, MD, has been playing "Army New 2-Year Term" since last January. **Sergeant First Class Jim Pry**, Elkton station commander, approached the owner of the old movie theater with the idea of running the 2-year option message on their outside marquee. The owner liked the idea, and Elkton has its own special feature on the theater next door to the station. At least one enlistment has resulted, but after talking to Pry, the young man decided 3 years in the Army sounded better than two. (Pat Turner, Baltimore-Washington DRC)

WHENEVER SERGEANT First Class Jim Faircloth, Seattle DRC, talks to prospects, he prefers using bits of his personal life as part of his sales presentation.

The Lacey, WA recruiter comes from what he calls a "four-service" background. He's served with the Marines, was a member of the Air Force before joining the Army and was once a civilian jet-engine repairman for the Navy.

That gives him a lot of "story territory" to choose from, and whenever the subject of Army educational benefits comes up, he's right at home there, too.

Faircloth has earned his BA degree and is now working toward his masters degree. He says he feels much of it is due to the Army's expansive program of educational benefits."

He also says he believes in telling the bad right along with the good. "The bad is the hard work and long hours of study you often have to put in on your own time. The Army is only too willing to give you the opportunity, but the rest is up to you." For many people, Faircloth believes, the Army is an excellent choice, a golden opportunity to achieve high goals. (Jim Simpson, Seattle DRC)

DURING HIS ARMY CAREER of 20 years, **William "Jerry" Wright** was constantly patching up his life. When he retired last year he had more than 4,000 patches representing most of the units that have existed in the Army and Army Air Corps since World War I . . . and some that didn't.

Wright's account of his collection is an interesting one. He says the first patch officially recognized by the Department of the Army was the Black Cat, a designation of the 91st Infantry Division of World War I. It came about as a result of drawings made by soldiers on their uniforms in pencil. Someone in the chain of command felt that the patch was a good way of building individual pride in one's unit. Thus they became authorized for all units.

As for those that didn't exist . . . prior to the invasion of Normandy, there was a unit of about 100 men in England, under the command structure of General George Patton, whose mission was to design fictitious units. They would put together a phony patch and turn out enough of them for each man to sew onto a uniform.

When this was completed the group would go into London and literally "raise hell." They would do anything to attract attention to them and more importantly, to their units. A fight in a bar was sure to attract the military police, the local Bobbies, and the local German spy who would dutifully note the unit and its strength, which someone always let slip during the melee. Thus the Germans were recording strengths of personnel which simply didn't exist.

"They were supposed to be turned in and destroyed after each mission," says Wright with a boyish grin, "But you know wherever there are GI's there will be collectors."

Wright is proudest of the Medal of Honor in his collection. A retired officer turned over his medal to Wright because he felt "it will have a good home."

Wright is still hunting patches and regularly attends monthly meetings of the American Society of Military Insignia Collectors.

Wright, who has loaned part of his collection to the Klamath Falls recruiting station, chose to retire in this southern Oregon community because of its superb hunting and fishing.

According to **Staff Sergeant Randy Jones**, station commander, the Wright collection has been a real helpful asset. "Kids come in here and see all those patches and it is a real conversation opener. They're amazed at all the history that is connected with those patches." (Ron Hoss, NW Ayer ABH International, Portland DRC)

DURING THE SUMMER VACATION, **Staff Sergeant Ed Manglona** of the Fridley MN, recruiting station tried a fresh approach to reach the student members enrolled in the Navy Junior ROTC program from several of the high schools in his area.



SSG Ed Manglona tries a new approach with the Navy Junior ROTC.

The Minneapolis DRC recruiter invited 30 of the high school cadets to join him for a 2-day visit to the Army National Guard training base at Ft. Ripley in northern Minnesota.

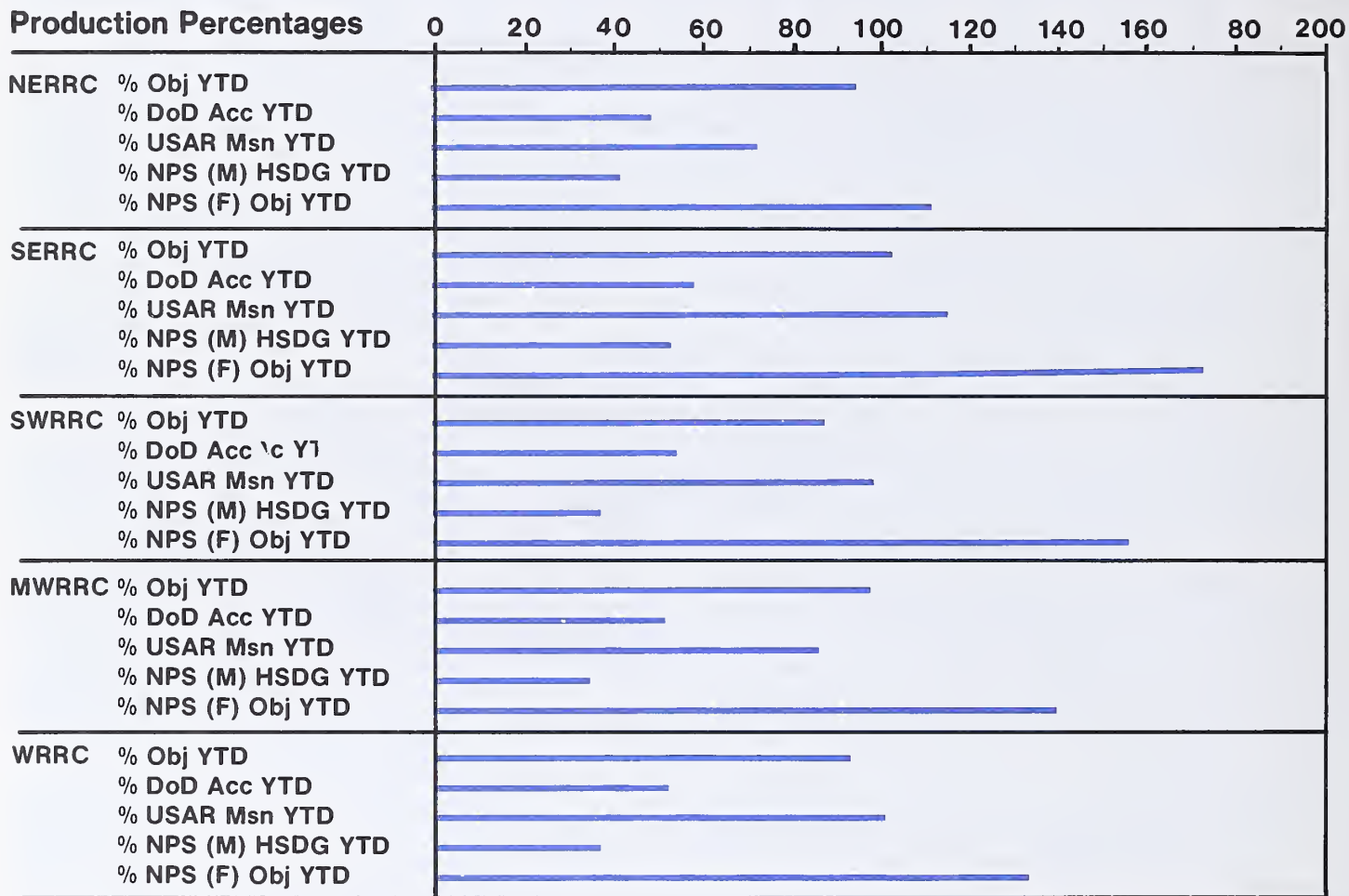
With no Army installations in the state, Army visibility is almost non-existent. Manglona was hoping to at least give the visitors a hint of some of the Army training conducted at the base and whet their appetites for more information on Today's Army.

With Minnesota Army National Guard assisting with transportation and providing tour guides, the group toured the base flight facility, a helicopter maintenance bay and witnessed the air traffic control operation. Following an evening meal at a field mess, the first day's activities were concluded with a night firing Artillery demonstration, and then off to a restful night in the barracks.

While the entire project involved a lot of time, Manglona explains, "It gave me an opportunity to reach a segment of my high school seniors who would normally say 'not interested' when I called on them. But they all seemed very interested after the tour." (Ed Knippenberg, Minneapolis DRC)



Production Progress



% OF OBJECTIVE AS OF 26 NOVEMBER 1979

% of OBJ			% of OBJ			% of OBJ		
DRC	Active	USAR	DRC	Active	USAR	DRC	Active	USAR
1. Jacksonville, FL	116.4	115.3	20. Richmond, VA	104.6	123.4	39. Phoenix, AZ	83.6	128.6
2. Jackson, MI	115.3	147.4	21. Peoria, IL	104.5	84.3	40. Little Rock, AR	83.0	115.1
3. Sacramento, CA	114.9	107.8	22. Louisville, KY	104.1	106.0	41. Milwaukee, WI	82.9	63.4
4. Indianapolis, IN	113.0	108.9	23. St. Louis, MO	104.0	118.8	42. Niagara Falls, NY	80.8	70.6
5. Honolulu, HI	113.0	112.7	24. Albuquerque, NM	103.9	110.5	43. Seattle, WA	79.9	104.2
6. San Juan, PR	112.9	167.7	25. Nashville, TN	103.7	118.2	44. Charlotte, SC	79.0	117.1
7. Atlanta, GA	109.2	110.8	26. Kansas City, MO	103.6	83.3	45. Philadelphia, PA	78.9	90.8
8. Baltimore, MD	109.0	86.3	27. Santa Ana, CA	103.3	91.9	46. Minneapolis, MN	78.0	62.4
9. Detroit, MI	108.4	101.6	28. Cleveland, OH	102.4	73.9	47. Montgomery, AL	76.7	96.7
10. Columbia, SC	108.3	116.5	29. Fort Monmouth, NJ	101.1	109.4	48. San Francisco, CA	75.9	80.5
11. Long Island, NY	108.1	79.4	30. Salt Lake City, UT	101.0	103.4	49. Beckley, WV	74.5	91.3
12. New Orleans, LA	107.4	101.0	31. Lansing, MI	100.3	85.6	50. Houston, TX	73.6	100.0
13. Newburgh, NY	107.2	67.7	32. Concord, NH	93.5	44.3	51. New Haven, CT	69.1	53.1
14. Columbus, OH	106.7	96.6	33. Boston, MA	92.7	51.2	52. Denver, CO	68.9	83.1
15. Cincinnati, OH	106.2	110.9	34. Syracuse, NY	90.3	67.8	53. Omaha, NB	67.8	73.5
16. Raleigh, NC	106.1	117.4	37. San Antonio, TX	89.9	108.5	54. Oklahoma City, OK	67.6	57.7
17. Chicago, IL	105.8	90.5	36. Pittsburgh, PA	89.8	72.8	55. Portland, OR	63.3	116.3
18. Los Angeles, CA	105.1	109.7	37. Albany, NY	89.4	90.4	56. Des Moines, IA	63.1	80.3
19. Miami, FL	104.6	106.1	38. Harrisburg, PA	87.5	65.3	57. Dallas, TX	51.9	93.0

You've come a long way, soldier —

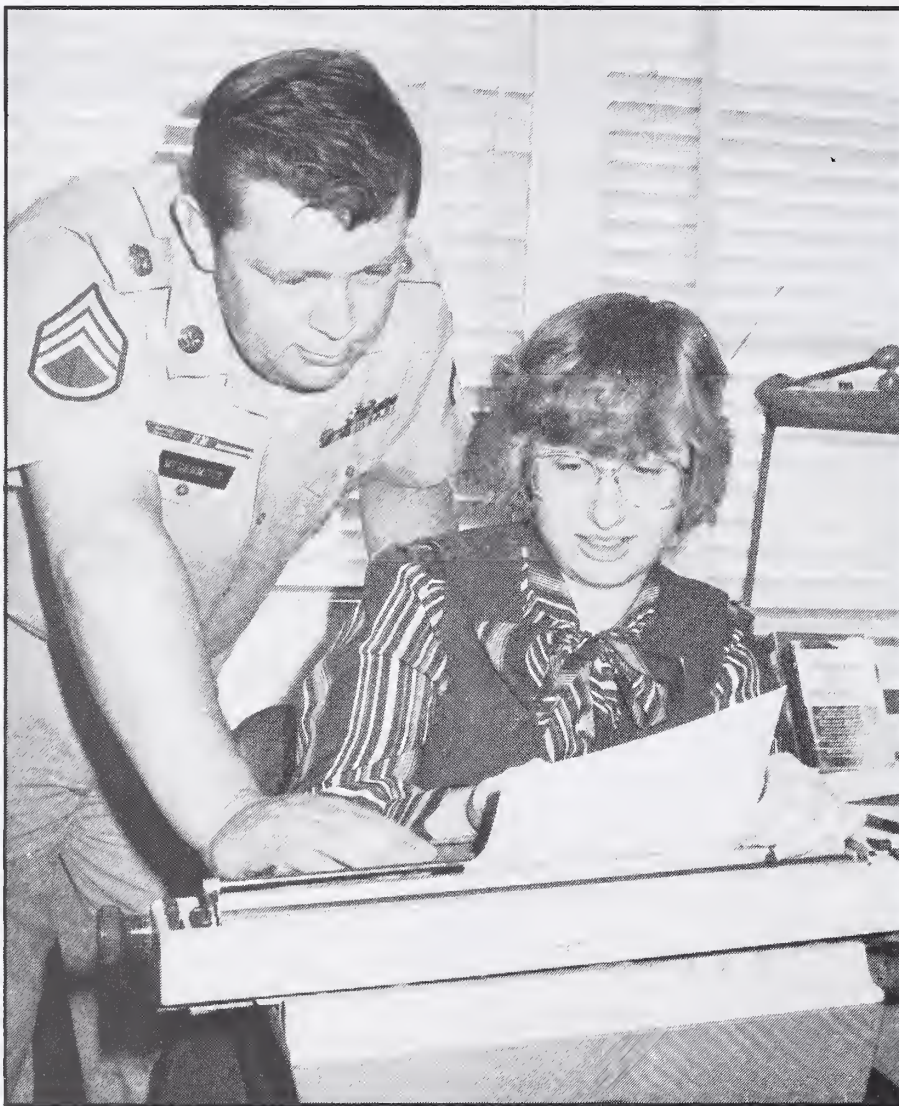
PAYDAY — Then and Now

It's a changed Army all right, and nowhere is the contrast more apparent than in the pay scales of privates and second lieutenants over the years. Here's a rundown of the base pay picture during the past 57 years. Color it green and call it progress.

NOTE: In both cases (privates and 2LTs) the given amounts are entry wages for base pay only. Additional sums for subsistence and quarters are not included.

1 Jul 1922	\$ 21.00 (per month)	\$125.00 (per month)
1 Oct 1940	\$ 21.00	\$125.00
1 Jun 1942	\$ 50.00	\$150.00
1 Jun 1946	\$ 75.00	\$180.00
1 Oct 1949	\$ 75.00	\$213.00
1 May 1952	\$ 75.00	\$222.30
1 Apr 1955	\$ 78.00	\$222.30
1 Sep 1964	\$ 78.00	\$241.20
1 Sep 1965	\$ 87.90	\$294.60
1 Jul 1966	\$ 90.60	\$303.90
1 Oct 1967	\$ 95.70	\$321.00
1 Jul 1968	\$102.30	\$343.20
1 Jul 1969	\$115.20	\$386.40
1 Jan 1970	\$124.50	\$417.60
1 Jan 1971	\$134.40	\$450.60
14 Nov 1971	\$268.50	\$495.00
1 Jan 1972	\$288.00	\$530.70
1 Jan 1973	\$307.20	\$566.10
1 Jan 1974	\$326.10	\$600.90
1 Jan 1975	\$344.10	\$634.20
1 Jan 1976	\$361.20	\$666.00
1 Jan 1977	\$371.40	\$690.00
1 Jan 1978	\$397.50	\$732.90
1 Jan 1979	\$419.40	\$773.10





SSG Dan McDermott did quite a bit of over-the-shoulder reading for Andrea Hartinger, a Lake Shore Central High School graduate, during the typing of her final story.

**PV2 Andrea Hartinger
reprinted from Metro Student News**

Dear Guidance Counselor,

I have a problem. After I graduate, I want a career that will provide steady work, will pay well, and will be exciting, but I don't want to go to college. What can I do? Is there anything else besides college?

Virginia
Class of '79

A-Yes, Virginia, there is an alternative to college: the Armed Services!

Although the above letter and its reply are fictitious, the main idea is

HS senior advocate

still very real. Many people do want careers that will provide steady income - a substantial amount - and will be exciting, adventurous and fun. But for various reasons, such as lack of funds or being unable to attend the college of their choice these people won't or can't go to college. That's where the Armed Forces comes in.

The Armed Forces? Yes, but when given this alternate suggestion, the usual reaction is: "Are you kidding? You're not getting me to join the Army!"

Right there, there's a common misconception. The Armed Forces does not mean just the Army. Also included are the Air Force, Marine Corps, Navy and Coast Guard.

But still, why would anyone want to join? Let's see what opportunities a current high school graduate, male or female, has in any branch of the Service.

First there are a variety of enlistment terms for each branch. The Army has 3-, 4-, 6-, and now 2-year enlistment programs. The Navy enlistments are for 4, 5, or 6 years; Air Force, 4 or 6; and the Coast Guard, 4 year's active duty.

After deciding how long you want

This article, which appeared in the Metro Student News, was written after the author had explored the opportunities offered by the Armed Forces and chose the Army, enrolling in the DEP. She is now PV2 Andrea Hartinger and is attending the Army's German Language School in Presidio, Monterey, California. She will work as a German linguist in Europe after graduation from the 56-week course.

tes *Armed Forces*

to stay in, the next step is to decide what job you want. The Army will give qualified high school graduates a choice in any of approximately 350 jobs. They can also select a unit or area of choice from worldwide assignments. In addition, the selectees are given a written guarantee for training for the job of their choice.

Training and career field assignments depend on Air Force requirements. Under the Guaranteed Training Enlistment Program, applicants, (Before enlisting) can select training in a special Air Force specialty. If these applicants take the 4-year program, they have a choice of 145 different specialties. Those taking the 6-year option can choose from 50 highly skilled specialties.

Qualified applicants in the Marine Corps are guaranteed assignment to certain groupings of occupations such as ground and aviation enlistment options and subprograms.

The Navy offers more than 60 skill areas, while the Coast Guard offers qualified applicants their choice of specific occupational training programs, in writing, before they enlist.

To be a "qualified applicant," you must provide a birth certificate, Social Security card, and a high school

diploma or GED equivalent upon enlistment.

After some preliminary processing, the applicant is sent, at government expense, to an Armed Forces Examining and Entrance Station for a complete physical and testing. The test given is the Armed Services Vocational Aptitude Battery (ASVAB) test which can be taken while still in high school (check with your guidance counselors).

Actually, the hardest part is the physical. As a recruiter once said, "The doctor starts at the top of your head, goes down to the bottom of your feet, and doesn't miss anything in between!"

It's here that many "physically sound" people, such as high school athletes, find problems they never knew they had. Even if these people are permanently disqualified for one reason or another, at least they have had a complete physical, which may prove to be a lifesaver one day.

If you do pass the physical, the next step is basic training. This part scares many people simply because they've heard so many stories about it. The length of time spent in basic training varies somewhat from branch to branch. The weeks may range from 6


to 11. Basic is almost identical for men and women in every branch except the Marine Corps.

Each branch instructs its recruits on specific rules and regulations, weaponry, physical conditioning and also conducts more tests. One recruiter said that as long as you follow directions and really try your best, you'll survive basic training. You might hate it, but you'll survive!

After passing basic, you'll begin training for what ever occupation you've selected. The jobs described before are termed specific "skilled occupations," but there are hundreds of jobs that can be had in any branch of the service — anything from a cook to an interpreter.

And don't forget promotions! Although each branch has different promotion times (lengths you must serve before promotion) eventually, your turn will come.

If you still want to go to college, there are quite a few plans you can choose from. Most of them give you a break because the Service pays most of your tuition.

So remember — the next time somebody says "Why don't you go into the Service?" don't just think "Army" — think "opportunity!" 

From Dunn & Bradstreet to Mesa, AZ

by John Florence
Phoenix DRC

An Army recruiter, Sergeant Donald N. Evans, is "the talk of the town" around the Phoenix District Recruiting Command and his home-stomping grounds of Mesa, AZ.

The "new kid on the block" at the Mesa Army Recruiting Station, he's prompted a plague of raised eyebrows and "how did he manage that?" questions. From the true believers, words of praise like "not bad for a rookie" or truisms of "that's a damn good percentage no matter how you look at it."

He's worth all the attention, too. In his first two months on production, Evans rocketed away to his first gold star with knockout recruiting ratings of 200 and 250 percent.

But you step into the Mesa Army Recruiting Office and begin talking with the 6-foot-1, 194-pound NCO and all the mystery is washed away. Evans is the quintessential human dynamo — a guy who believes in his work and loves doing it. A recruiter whose smile never fades and energy never completely drains.

"It's a fun job," Evans said. "Well, basically a fun job. It has its share of frustrations but it's fun because of the newness. Every day there's something new."

A member of the Mesa Station team for only four months now, Evans speaks with the confidence of a well-oiled Army Recruiting vet. In a sales way, he's just that. Prior to the Army, he put in nearly four years working in the world of sales for Dunn and Bradstreet, experience that helped him get off to his quick start.

A native of Spanish Fork, UT.,

Evans first volunteered for recruiting duty after three years of personnel work at Ft. Huachuca. He said he made the move to the US Army Recruiting Command (USAREC) "for the challenge."

"I like to sell," Evans said, and I believe in the Army. If I didn't, I wouldn't be out there peddling it."

One reason for his recruiting success becomes crystal clear when you scan the letters he gets back from his one-time prospects. He receives them from about 80 percent of the people he "signs up" and, in essence, they all say "thanks for the concern."

"They all had some special need . . . for a job, travel or education. I only tried to meet that need," said Evans.

Evans said that discovering that need is all important and a product of good, reflective listening. Whenever he talks to a likely prospect, the thought in the back of his mind is "why . . . why do you want to join the Army and how can I help?"

"The person might want an education or just a chance to get away from the old grind," said Evans. "Whatever it is, find it out and the rest is easy."

"A key to winning over a prospect is to be open and honest," Evans earnestly said. "Tell him honestly just what the Army is and has, and it will sell itself. Mix the good with the bad and the good will be the overriding force. So sell the positive," he said.

A good portion of Evans' prospects are referrables, just what the doctor ordered, and what the (Army Recruiter) school teaches. "I'm too dumb not to take advantage of those school guidelines," Evans said.

Evans is just being modest there. He's nobody's fool and in spite of what he says, has come up with a "whole bag of ideas" all his own to help drum up business.

One of his more well-polished specials is to show up at a high school cafeteria armed with a bag lunch, a photograph of an M16 (rifle) and an hour glass. He'd sit down to eat while intently watching the sand spill into the bottom of the time piece.

"I'd soon have plenty of company,"

Evans said, "kids wanting to know what I was doing. It was a great gimmick to get a conversation going."

Another Evans "original" was to put Army Recruiting literature in a retirement home. "I figured kids would come to visit their relatives," he said. "You know, I once got two enlistments from just one of those deals."

Evans takes one night off from the routine a week with a few games of racquetball or billiards at one of the Mesa recreation halls. He searches out new leads at the same time and while he'll talk to anyone, his favorite targets are people with a grudge against the Army as a way of life.

"I love talking to those people," Evans said, enthusiastically slapping the arm of his chair. "I'd talk to them all day."

He said he was playing pool one night and "a young guy came up to me and point-blank asked, 'Hey, aren't you the Army recruiter?' I decided to play his game. 'Sure I am,' I said. 'When would you like to enlist, tonight or tomorrow morning?'"

"This guy had a yea-long list of what was wrong with the Army," Evans said. I said, 'fine — so why don't we just play pool, then?' Then, as we played, I told him about the modern Army and what it was like. He won both games — and enlisted last week."

Evans' skyrocketing record also attests to a very obvious fact: He has a special way with people. He also has some serious advice for would-be top recruiters and loses no time in offering it.

"Smile," he said, stretching out his hand and flashing a big grin. "A smile will bring in more enlistments than anything else. I'll walk down the street with the Air Force recruiter; he'll be frowning and I'll be smiling. People wonder why my big grin and I tell them. 'I'm happy because I'm in the Army. How about you? Would you like to be happy, too?'"

"Then I put in my followup, 'when would you like to enlist, this morning or this afternoon?' After that," said Evans, "it's really all just a matter of paperwork."





Looking at the

80's

by Bob Lansche
Montgomery DRC

Marketing studies have indicated that the attitude of 16 to 21 year olds has bottomed out and is beginning to rise. This is good news for the Army Recruiting Command and more importantly for the nation. We must begin now to nurture this miniscule beginning and expand it as rapidly as possible. This is our task for the eighties.

Undeniably our country needs

fighting men. Hopefully they will never fight but through the presence of large numbers of well equipped, superiorly trained defense forces, war will be considered insane as a means of settling international differences. This is the attitude that must be cultivated.

Where will we get these troops? Where will we find those so concerned for the nation's security? And finally, how can we stimulate and expand this small beginning?

In truth, there are within our citizenry thousands of persons vitally concerned about the welfare and security of America and the world. Theirs is the attitude we want to extend.

Those so concerned include members of the citizenry and, believe it or not, members of our sizeable high school recruiting market. This latter group, whose attitude is improving but may be barely noticeable now, is at the moment reluctant to announce itself. Admittedly, most present day high schoolers disdain military service. After Korea and Vietnam this has been the fashion. It has spilled over into post-high school people and to parents.

Peer pressure among high schoolers is a powerful deterrent. The students who reveal an interest in military service, and this includes JROTC members, are swimming against the tide of peer sentiment. But they are there. History shows cyclic trends and pendulum trends. Well fellow recruiters, the pendulum, as those recent marketing studies have indicated, is swinging in a favorable direction. Let's promote it. Let's make it an early reality. It's up to us. On us rests the heavy responsibility for the success of volunteers alone forming America's share in world peace-keeping activities.

Those who would sit back and admit failure for the volunteer concept give up too easily. USAREC has received more help than it could reasonably expect. And through such help we have a much improved Army and happier, healthier, more intelligent soldiers.

The benefits available to the soldier of today over the pre-WW II soldier are truly too numerous to mention. You could begin with salary and equate the improvement there with living conditions, with training, with education, with career opportunities, with options and choices in his military life. The soldier also enjoys tremendously improved dignity, respect and concern for his individual rights and privileges. These are monumental improvements. Talk to a WW II soldier and a Korean "police action" soldier and you will find that today's Army was not even imagined in those days, "Bonus, contracts, indeed!"

Are we profiting sufficiently in our recruiting efforts from all of the aids that we now have to assist us in the effort? Sure, we explain them to applicants but it's not enough. All of the aids available to recruiting alone cannot overcome the opposition to military service by large numbers of eligibles.

It has long been known that more

recruits in the South enlist for pure patriotic reasons than in other parts of the country. This is somewhat contrary to a Civil War history which shows the South opposed to the Union Army which is still the Army of this nation.

The pendulum is now swinging back to this attitude in the rest of the country. At every opportunity all of us must talk more about the need and the responsibility we all must share for the defense effort.

We as recruiters need to get closely involved. Our guidance materials and advice designed to help us in contacting education officials — teachers, counselors, coaches, school boards, et al — is assistance with the effort for us to know the *individual* student.

Through such means we can easily find those students or that student with foresight, with concern, and with the will, with the propensity to enlist.

This is the person we must use in order to stimulate the return to normalcy — positive concern for this country. Defense is indeed everybody's business and since Washington fielded the Continental Army the weapons of war are largely entrusted to the country's youth.

We must build on this nucleus, these minorities in the schools who are willing, though reluctant to speak about it, to do something about national defense needs. It will be a combined effort throughout USAREC. I see publicity playing a major role if success is to be achieved. That person, those persons, who are recruited should be publicized in such a thorough manner that the reasons for enlisting are much in evidence. That is the important basic story on which we should build our publicity program.

I see stories in local commercial papers, in high school and college papers, on radio and television revealing the nature of the eighties enlistees or DEP individual, and his career plans. Rarely, today in re-

cruiting promotion, do we follow the individual beyond his oath of enlistment ceremony. Now, and throughout the eighties, we must also concentrate beyond this area. We are aware of the few top performing recruiters returning to recruiter aid duties. We are also grateful for the Home Town News Release Service by MACOM posts, but it just isn't enough.

I see in the eighties greater efforts to tell the soldier's story. Efforts wherein his career is followed and documented by Army writers, by Army photographers, and by Army recruiters. I see AFEES adding a small public affairs or public relations staff to assure that a background interview-type biographical sketch is obtained on each applicant. I see post photographers from public affairs offices photographing and reporting on every basic trainee, every AIT attendee and on up the ladder.

These pictures and appropriate copy will be specifically prepared for each type of media to include (1) high school newspapers (2) all local newspapers of concern (3) radio and (4) television. The materials should be prepared and distributed by local USAREC personnel which at the moment would be a writer-editor and recruiters in the DRC. But I see in the eighties a roving writer-editor to sustain the activity afield.

When the recruit returns on leave to the area from which he was recruited, his recruiter, preferably, should arrange for TV and radio interviews and school talks in the local area.

Such publicized emphasis of the recruiter will return national attention to the worthiness of military service. It will regain the dignity of the soldier and the Army that eroded too rapidly after Vietnam.

The pendulum is swinging gentlemen. Let's get behind it and push. The greatest nation in the world need not rely on involuntary servitude to fulfill its defense needs.





*The required
"skinhead" is
now part of the
past.*

Ladies and Gentlemen, **ATTEN-SHUN!**

by Peggy Flanigan
Assistant Editor

Across Army basic training drill fields, harassment has blown away with the dust and treatment with dignity has moved in.

A new directive from the Army Training and Doctrine Command (TRADOC) orders that "Receptees and trainees are soldiers from the moment they take the oath of enlistment. . . . and will be treated as soldiers and adult individuals with the same respect and dignity accorded to all soldiers."

The directive is the result of a comprehensive review by TRADOC of how we prepare soldiers for their jobs, and the review's findings were that the Army can do some things better. Conclusions were that harassment of the troops plays no productive part in disciplining and training soldiers to enter the military world. The new policy is designed to motivate, discipline, and train new soldiers in military skills by removing indignities that have been a traditional part of Army training.

One casualty of the new rules is the

"buzz" or "skinhead" haircut. Army training center haircut standards will be no different from those for the rest of the Army. Trainees also will be allowed to wear mustaches in accordance with the current regulations.

The unnerving first trip to a training post will no longer convey a feeling of impending gloom for the young trainee. No line of tough-faced drill sergeants will meet the bus bellowing, "Trainees off the bus. On the double. Move." The new guidelines dictate that receptees will no longer stand at a brace, run on and off buses with luggage and undergo other indignities upon arrival at a post.

A drill sergeant is to be called "sergeant" and a trainee will be addressed as "soldier, private or by his last name."


Other policies and procedures were addressed in the study, but the elimination of irritating practices stands out as the primary reason for change. TRADOC's philosophy behind the directive is that soldiers can be better trained by building on their strengths and by shoring up their weaknesses.

TRADOC points out that shock tactics never were policy, but they did

exist. The training command also stresses that Initial Entry Training (IET) will not be a picnic. On the contrary, IET has always been a challenge and will continue to be a period of intensive training. But it should be an easier pill to swallow.

This improved training environment could have a positive influence on recruiting for the Army, but this is not the purpose of the changes, according to TRADOC. Neither is it a result of recent recruit deaths at training centers. Neither of these factors initiated the study, as it was designed to be an overall assessment of training policies and procedures.

During training, instructors and others who come into contact with trainees will give special attention to the treatment of the Army's newcomers. Some of the old timers might resist the change, however, the Army believes that, with time, training center personnel will be educated into the new process and the system will run smoothly.

Say goodbye to the dogfaced soldier . . . and "tearing me down to build me over again." The Army is entering a new era. One of respect and dignity for all of its people. 

Infantry officers on the peacetime front

LTC Gerald F. Griffin
reprinted from Infantry Magazine

You've had a hard day on the range—typical for an Infantry company commander. The call from MILPERCEN is a surprise, and not a very welcome one after the kind of day this has been. Your assignment officer tells you that you have been selected for an Army priority assignment — as an area commander in the U.S. Army Recruiting Command (USAREC). You've never even thought about recruiting, so you ask, "Why me?"

This has become a typical scenario since the advent of the All-Volunteer Force created a pressing, critical need for high-quality captains to command recruiting areas. The mission of recruiting young men and women to meet the manpower requirements is vital to the success of the force, and the recruiting team leader is a key to this effort.

"Why me?" Many times since I assumed my new duties in MILPERCEN as Chief, Infantry Branch, Combat Arms Division, and earlier as a District Recruiting Commander, I have been asked that question by a captain who had just been assigned as an area commander within USAREC. Basically, the answer is (1) because you have proved yourself to be a quality officer, and (2) because that's where the Army needs you most.

There are 250 area command positions within USAREC throughout the United States, of which 68 are designated for Infantry captains. These as-

signments are handled by the nominative assignments career manager in Infantry Branch. He identifies captains who have successfully commanded companies, who have college degrees, who are graduates of the advance course, and who have demonstrated throughout their careers a high potential for promotion and selection for advance schooling.

When an officer meets these prerequisites, his file is reviewed to insure a USAREC assignment will fit into his career pattern. A single career manager does not have the authority to independently assign an officer to USAREC. In fact, the officer's file is reviewed by a minimum of six different career managers, including the professional development officers, the Infantry Branch Chief, and the Chief of the Combat Arms Division.

When all of these agree that the officer is fully qualified, the assignment process begins. The nominative career manager will try to match the officer's geographical preference with his ultimate assignment. I might note that requirements for area commanders are known months in advance and volunteers for certain locations are given preference for required assignments. As you can see, it is a very detailed selection process. The quality of officers we are selecting for these positions is extremely high.

The question of "why" such high quality is needed should be obvious. The mission of USAREC is important to all of us as professional soldiers and to our nation in supporting the volunteer Army. The highly qualified area commander, therefore, is critical to the success of USAREC, and we can afford to pick only the best for the assignment.

There is not a more important or more challenging job in the Army. It appears, however, that many officers in the field think that an assignment to USAREC may be detrimental to their career development. Most of these perceptions result from rumors that are spread by the uninformed. I'm sure you've heard that if a commander doesn't reach his objective of a certain number of recruits every month, he is

relieved. That just isn't true. Although area commanders work against a weekly and monthly objective, the whole-man concept is the primary consideration for performance evaluation. Although some officers have been relieved, there are other factors involved besides low production.

The management of area commanders is closely monitored not only by the region commanders, but also by the USAREC commander. The keys to success are positive leadership, effective time management, enforcement of standards, and thorough job knowledge.

Don't listen to rumors or to someone else's negative opinions concerning an assignment to USAREC. I encourage you to call us so we can present the facts as they are. In that light, here are a few of the facts for you to consider. The percentage of officers selected for promotion to major who were assigned to the Recruiting Command (last five boards) has exceeded the Army-wide percentage as depicted:

Date	Assigned To	
	USAREC	Army-Wide
Aug. 1975	75	60
Aug. 1976	83	64
Aug. 1977	87	53
Aug. 1978	90	76
Aug. 1979	88	74

The percentages of USAREC officers selected for advanced military schools (CGSC or equivalent) is just as impressive:

Date	Assigned To	
	USAREC	Army-Wide
Dec. 1974	17.7	6.7
Dec. 1975	36.0	13.0
Dec. 1976	26.0	17.8
Dec. 1977	23.5	11.8
Dec. 1978	23.5	11.0

In the final analysis, command of a recruiting area is a dynamic and challenging, though sometimes exasperating, job, but the officers selected for these positions are successful. They are associated with the highest quality officers and enlisted personnel in the Army. The area commanders who meet the challenge today will become our leaders in the future.



Joint recruiting helps Reserve retention

by Bob Whistine
SERRC

Making mission! Two words that must have received more verbal abuse than any other two words in the dictionary last year.

But to the 81st Army Reserve Command (ARCOM), East Point, GA, these two words bring smiles and a sense of pride in making their retention mission.

To the Recruiting and Retention Office of the 81st, making mission means retaining soldiers within their two-state command.

This October marked the first year anniversary between the US Army Recruiting Command and the 81st Army Reserve Command — working together in recruiting Army Reserve enlisted personnel.

"The partnership between USAREC and the ARCOM has allowed us to devote more time to retention," stated Major Wallace Dickerson, Chief, Office of Recruiting and Retention, 81st ARCOM.

The purpose of the changeover was to free Reserve commanders from recruiting, thereby permitting more time for training and retention. The partnership also was designed to develop a close relationship between the Recruiting Command and Reserve units to make the Total Army concept of cooperation between the two Army components develop into a good working relationship.

"Since recruiters are being better supported by USAREC, they are doing a better job of recruiting," surmises Dickerson. "This in turn helps us do a better job in retaining people."

"Recruiters are now concerned with the market instead of an overall mission of maintaining unit strength. The Reserve recruiters are working side-by-side with the active recruiters and both are exchanging ideas and developing good training and selling

points," stated Dickerson.

Five District Recruiting Commands support the 81st ARCOM, which is composed of Georgia and Florida.

"Our ability to retain people in the 81st centers around our two prong plan of command influence and our progressive attitude toward our units in the field," added Dickerson.

Brigadier General Robert Q. Jones is the Deputy Commander of the ARCOM. General Jones is also the Strength Maintenance Officer and according to CPT David Batley, 81st ARCOM Retention Officer, "This is very important because of the command influence and emphasis that can be placed from the very top down to the front line supervisor."

The second approach followed by the Recruiting and Retention people is the training workshops they conduct in the field.

"Because of our influence in the workshops we feel we have taken the initiative to get to the first line supervisor and discuss our concepts about retention. We train not only officers and high-ranking NCO's we also train down to the E5 level. We even have training sessions with the two Readiness Region advisors in our area. The more people we train about retention, the more people we will have that understand retention concepts who can help us," related Dickerson.

Other tips in helping resolve retention problems include Dickerson's reviewing every enlisted person's transfer forms going to the control group to determine if there is any possibility of retaining that individual.

Dickerson's office also charts each unit for gains and losses, and analyzes them for trends in retention.

"The retention program really started to work in April 1979. There was a big command influence placed on retention, coupled with more and

more people becoming involved through our workshops," stated Dickerson.

Seventy-five percent of the retention operation team is spent in developing training programs down to the first line supervisors.

"In our workshops we role-play and critique for the best results," explained Batley. "It is a matter of human relations and management tailored to the retention effort."

The 81st ARCOM's retention program is outlined as follows:

- Appoint a unit retention NCO (who manages the retention cards).
- Develop a Strength Maintenance SOP (which addresses procedures).
- Establish a Junior Leaders Council (this provides open communications within the unit).
- Establish a Sponsorship Program/Reception Plan (before the first drill — let them know what is expected and properly process them at the first drill meeting).

"We educate and train the personnel about retention but it is up to the unit to do the career counseling," concluded Batley.

"The success of the 81st ARCOM Strength Maintenance Program is the ability to communicate not only through command channels but to have a good communications system built within each unit," emphasized Dickerson.

To Dickerson and his staff in the 81st ARCOM R & R office, making mission have been words of joy and pride. Making mission in the 81st ARCOM retention program means going from 77.7 percent of authorized strength in September 1978 to 85.4% of authorized strength in September 1979. To the 81st ARCOM this retention program is being looked upon as very successful, with bright prospects for the coming year.



Update

New 2-yr option

A new 2-year option with VEAP kicker became available in December. In this program all 2-year enlistees are eligible for the \$2,000 bonus. This and the amount of money saved over a 24-month period could add up to \$7,400 for the soldier (based on maximum monthly contribution of \$75).

This option will guarantee training only. There are no mandatory European assignments but the current esti-

mate is that 60 percent can expect to be assigned in Europe.

Fifty-two of the 57 DRC will be offering this option. Those not included are Albany, Concord, Little Rock, Milwaukee and Seattle.

All DRC will have 3- and 4-year Kickers of \$4,000 and \$6,000 respectively; or a possible total of \$12,100/\$14,100 to put toward schooling when they get out.

Second career

Army officers and noncommissioned officers who are within one year of retirement or who have been retired within the last five years may qualify as instructors in the Army Junior Reserve Officers' Training Corps (AJROTC). The offer is open to officers up to the rank of colonel and to noncommissioned officers in ranks from staff sergeant to sergeant major.

The Army JROTC program is offered at over 650 high schools throughout the nation. It stresses youth citizenship development while providing an opportunity for students to learn about the basic elements and require-

ments for national security and the Army's role in support of national objectives. Instructors teach leadership development, map reading, marksmanship, methods of instruction, and military history. Classroom instruction is augmented by military drill, orientation trips, field trips, mini-summer camps held on Army installations, and orienteering.

Personnel on active duty and retirees may get further information concerning pay, working hours, benefits, etc., or make application by calling the nearest Reserve Officers' Training Corps Region headquarters.

VA job development centers

The Veterans Administration is expanding a successful experiment in operating job development centers for Vietnam veterans by opening additional centers in 35 major cities.

VA chief Max Cleland said the pilot project — with centers in the Washington, D.C., and San Diego VA regional offices, was well received by veterans.

"The centers deal with three veteran populations," Cleland said, "the disabled, the disadvantaged and the undecided.

"They will provide motivational encouragement to all three groups. The disabled are shown avenues to realistic

marketable skills; the disadvantaged have to be convinced they are employable; and the undecided are exposed to a world of information to help them choose a career.

The job development centers will be equipped with audio-visual training aids, including provision for videotape recording of mock job interviews to help sharpen a veteran's skills in this important area.

They will be staffed by vocational rehabilitation specialists and veterans benefits counselors and will have a VA counseling psychologist on call.

Elimination of E4 EERs

Enlisted Evaluation Reports (EER) will no longer be prepared for soldiers in grade E4. E4 EERs for report periods ending with the month of September 1979 or earlier will be completed and forwarded to the US Army Records and Evaluation Center as usual.

Soldiers in grade E4 will continue to compete for promotion to E5 on the basis of their latest available enlisted evaluation report weighted average (EERWA) until March 1, 1980. Effective March 1, 1980 company/battery/troop commanders will be authorized to award

0-150 points directly to any individual recommended for promotion to E5, and E4 EERWA will no longer be used as a basis for promotion to pay grade E5. In the interim, soldiers in grade E4 who have no EERs and, hence, no EERWA, will continue to use the latest available average EERWA for soldiers in grade E4 to compete for promotion.

Regulation changes will follow to clarify and amplify these policy changes.



Qualitative Management Program

The primary goal of years of service management is to assist the Army in achieving a balanced enlisted force by grade and skill and eliminating unacceptable shortages in MOS.

The question most often asked by commanders and soldiers is "Why is a soldier prohibited from reenlisting from his current MOS to another when the desired MOS is open to new recruits?" The answer is that if no restrictions were placed on reenlisting into MOS that are severely overstrength by years of service, the same soldiers would soon be asking, "Why can't I get promoted?" Then, as these soldiers migrate from less desirable MOS, commanders will ask, "Why can't I get soldiers with 'X' or

'Y MOS?"

In some cases soldiers, reenlistment NCO and commanders have the erroneous perception that all soldiers who have an MOS which is listed as overstrength are automatically prohibited from reenlisting in their current MOS. The only soldiers who are required to reenlist into a new MOS are those soldiers in severely overstrength MOS, i.e. total MOS is overstrength, requirements for the MOS are programmed to decrease, etc.

For example, in FY 79 less than a dozen soldiers were directed into a new MOS in conjunction with reenlistment. None of these soldiers had over 4 years of service.

RETAIR Wait list

The RETAIR System provides an assignment match for reenlistment, if MOS/grade requirements exist or are projected, at the requested areas/locations. When soldiers request assignments to areas where there is a low probability of assignment, they may remain on the Wait List for a long time. Many soldiers are aware of this procedure and are willing to wait for 2-3 months, but then accept a more realistic assignment based on Army requirements.

Commanders and soldier understanding of Wait List purposes, capabilities and limitations is important to successful reenlistment.

Some concerns from the field are:

Commanders sometimes see their soldiers on the Wait List awaiting an assignment as evidence of a systematic obstacle to attainment of reenlistment objectives.

A poorly counseled soldier may feel that placement on the Wait List infers a guarantee that he/she will be given the desired assignment.

Commanders should be encouraged to "sell the Army" rather than a specific post or location. The big three on the Wait List continue to be Hawaii, Caribbean and Alaska.

DA re-up accomplishments

The FY 79 Department of the Army Reenlistment Award, as established in AR 601-280, will be presented to US Army, Japan; US Army Element SHAPE; Eighth US Army; US Army Western Command; US Army Europe and Seventh Army; US Military Academy; US Army Criminal Investigation Command; US Army Forces Command; US Army Communications Command; and

US Army Training and Doctrine Command. These MACOM attained or exceeded both their initial term and second or subsequent term reenlistment objectives during the period of October 1, 1978 to September 30, 1979.

The major command reenlistment accomplishments for FY 79 are:

COMMAND	OBJ	Initial Term			OBJ	2d or Subsequent Term		
		ACH	% ACH			ACH	% ACH	
USARJ	15	27	180.0		52	80	153.8	
SHAPE	91	149	163.7		197	264	134.0	
EUSA	1,049	1,427	136.0		1,050	1,547	147.3	
WESTCOM	931	1,129	121.3		536	673	125.6	
USAREUR	11,653	13,031	111.8		6,743	8,555	126.9	
USMA	27	27	100.0		66	80	121.2	
CIDC	27	29	107.4		109	116	106.4	
FORSCOM	17,349	18,639	107.4		18,710	19,382	103.6	
USACC	736	850	115.2		1,764	1,779	100.9	

The WESTCOM Reenlistment results from October 1, 1978 to March 30, 1979 are double counted in the FY results for FORSCOM. Therefore, the Total Army reenlistment data does not reflect the scene of all the

COMMAND	OBJ	Initial Term			OBJ	2d or Subsequent Term		
		ACH	% ACH			ACH	% ACH	
TRADOC	1,637	1,702	104.0		6,366	6,547	102.8	
MDW	192	173	90.1		254	272	107.1	
DARCOM	391	267	68.3		892	752	84.3	
MTMC	12	9	75.0		60	47	78.3	
USAREC	34	26	76.5		1,453	1,123	77.3	
HSC	777	632	81.3		2,333	1,777	76.0	
INSCOM	453	353	77.9		844	533	63.2	
Other CMDS	193	103	53.4		1,247	687	55.1	
Total Army	35,177	38,072	108.2		42,404	43,853	103.4	

MACOM.

These results reflect the total effort of all the part/full time reenlistment NCO. Keep up the good work.

all VOLUNTEER

The Army's recruiting and retention professional magazine since 1919

Index for 1979 all Volunteer

This index is for *all Volunteer* issues printed in calendar year 1979, Volume 32. We felt it might be of use to station commanders in their continuing training mission. Those articles indexed are generally feature articles; departments have not been indexed because of their heterogeneous nature. You may wish to supplement this index with your own, indicating locations of related bits and pieces in our departments.

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62E: Heavy Equipment Operator

by Peggy Flanigan
Assistant Editor

Choosing the Army engineers through MOS 62E, Heavy Construction Equipment Operator, offers the opportunity to sit behind the power of a moving giant.

These are skilled technicians, with a long history of accomplishment. At the turn of the century Army engineers completed the building of the Panama Canal, and in 1940 built the Fort Peck Dam in Montana, which ranks near the top of large dams in the world. When it comes to construction, they know their business.

Working outdoors most of the time, you could be a part of such projects as building an electrical power station, a harbor or port facility, a drainage or sewage plant, or a pipeline. The Heavy Construction Equipment Operator operates crawler and wheeled tractors with dozer attachments, scoop loaders, motorized graders and towed or self-propelled scrapers. He, or she, clears, grubs, strips, removes boulders, excavates, bulldozes, and rough grades.

Since handling heavy equipment involves hard work as well as hard thinking, you should be in good physical condition, have agility, and a good sense of balance. You will be using a variety of tools in MOS 62E, so good eye-hand coordination and manual dexterity are other important traits to have.

Getting into construction also requires a fairly strong mechanical aptitude with the ability to visualize the way in which a 3-dimensional object might be put together. Good reasoning ability to mentally take it apart and put it back together again is necessary. Too, it requires the ability to qualify for an operator's license for

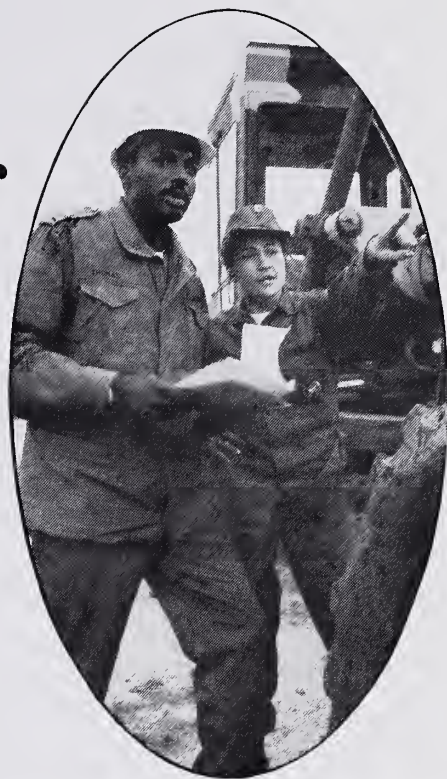
the type of equipment to which you are assigned.

Training for this MOS is received at Fort Leonard Wood, MO, in courses varying in length from 290 hours to a full 13 weeks, depending on the type of equipment to which you'll be assigned.

Assignments in this MOS are worldwide.


After assignment in this MOS, enrollment and completion of the Army Apprenticeship Program (AR 621-40 and 41) offers recognition by labor organizations for construction journeyman status.

Those in MOS 62E enjoy smooth transition into civilian life. The civilian construction industry is one of the Nation's largest. In addition to the industry itself, numerous job opportunities exist in other areas, such as with large corporations, public works departments, and other similar or-



SP4 Trudi Galletto and SP5 Edward Thomas confer before going ahead with excavation.

ganizations that employ their own construction crews.

The benefits in MOS 62E are numerous if you are interested in hard, mentally- and physically-taxing work. 



SP4 Trudi Galletto demonstrates her expertise in handling the backhoe.

UNIVERSITY OF FLORIDA



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FLARE

62E: Heavy Equipment Operator